

MICHIGAN VISION 2010



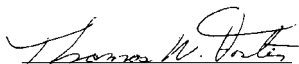
*The Strategic Plan for the Michigan Army National Guard
2005-2009*

the
Michigan Army National Guard
Senior Leadership

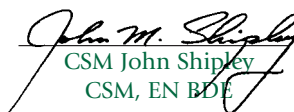
supports the intent and direction of Michigan Vision 2010



CSM Kenneth Slee
CSM, MIARNG



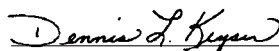
CSM Thomas Foster
CSM, HQ STARC



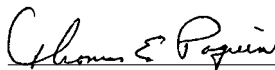
CSM John Shipley
CSM, EN BDE



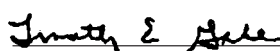
CSM Michael Foy
CSM, 177th MP BDE



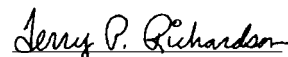
CSM Dennis Keyser
CSM, Ft Custer Tng Site



CSM Thomas Paquin
CSM, 63rd TRP CMD



CSM Timothy Gale
CSM, 177th Regt (RTI)



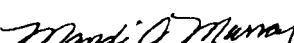
CSM Terry Richardson
CSM, Camp Grayling



CSM Steven Clark
46th MP CMD



COL Tibor Lancz
Cdr, EN BDE, 38 ID



COL Mandi Murray
Cdr, 63rd TRP CMD



LTC Dennis Nadrasik
Ft Custer Tng Site



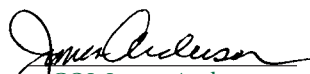
COL Dennis Hull
Cdr, Camp Grayling



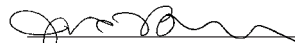
COL Mike Nevin
Cdr, 177th Regt (RTI)



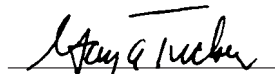
BG Gerald Cannon
Cdr, 177th MP BDE



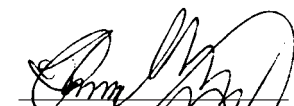
COL James Anderson
Chief of Staff, JFHQ-MI



BG James Brunson
Deputy STARC Cdr



Mr. Gary Tucker
President, L.I.U.N.A.



BG Robert Taylor
Asst Adjutant General Army &
Cdr, 46th MP CMD

Cover: Numerous MIARNG units return home to waiting loved ones, families, employers and communities.

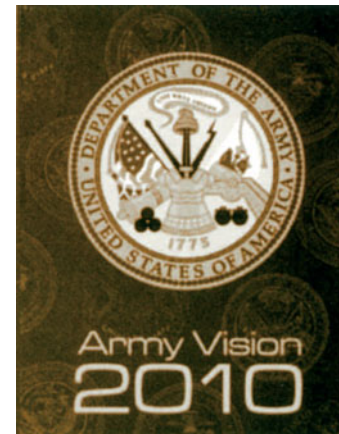
Foreword

Since we began our formalized strategic planning process, just over four years ago, we have seen history-making changes in our strategic environment. We have transitioned from a nation at peace - to a nation at war. We have witnessed terrorist attacks and the subsequent deployment of over 50% of our Michigan Army Guard in our Global War on Terrorism. We have witnessed natural disasters. We have witnessed Homeland Defense missions grow to become the centerpiece of federal missions, in support of the National Military Strategy. We have suffered combat casualties, awarded dozens of Purple Heart medals, waved tearful goodbyes to thousands of our deploying soldiers and welcomed home thousands more upon their return from harm's way.

We are transitioning our Headquarters into a truly Joint Force Headquarters as we learn adaptive-mission strategies to cope with the dynamics of our nation's defense strategy. We now deploy units within weeks of being formed, equipping them on-the-run or upon arrival in theatre. We build new units from existing units within weeks and send soldiers for different occupational specialty training as new missions are tasked of us. Gone are the days of regimented post-mobilization training periods conducted by cadres of unit leaders, practiced in working as cohesive teams. Now we respond to adaptive-missions with 'cut and paste' urgency and 'plug and play' equipment sets, crafting updated units and deploying them into theatre for missions different than earlier envisioned.

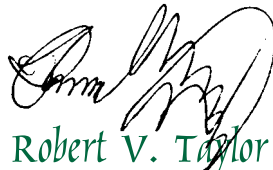
Our soldiers have answered every call to duty, no matter how quickly asked, no matter how newly-formed the mission. We have been able to respond and react to these blurring-speed changes because we were ready. We were able to execute our standing missions – being ready to fight and win our nation's wars – no matter the form it came in.

Our strategic plan has driven our preparedness. Our strategic focus, forged in the exhaustive strategic planning process, has proven clear, accurate and well-timed. We continue to be ready – no matter the calling because we have adopted a strategic direction which prompts our every day, our every action with this premise; create a high quality environment



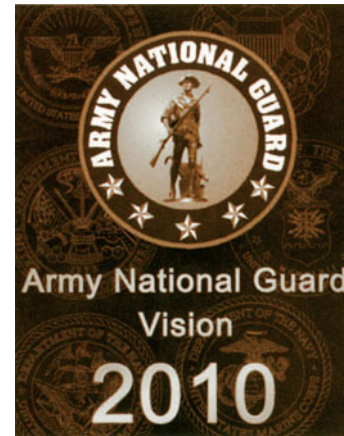
for soldiers, employees and their families which ensures complete unit and soldier readiness, the most effective utilization of resources and a focus on managing our continuous change commensurate with the needs of the National Military Strategy.

The Michigan Army National Guard remains one of the finest military organizations in our country. It is able to be so because of the tireless efforts of our state and federal employees and the greatest soldiers Michigan has ever assembled to serve our needs. I ask you read this strategic plan with renewed interest. *Michigan Vision 2010* will guide our collective focus for the next five years in the same productive fashion we are accustomed to. Make it your daily action plan for conducting our business – our soldiers are depending on it, their families and employers are depending on it and every Michigan citizen retains a vested interest in our collective achievement.



Robert V. Taylor

Brigadier General, Assistant Adjutant General for Army



STAKEHOLDERS	STAKEHOLDERS EXPECTATIONS
Citizens and Elected Officials	Does the MIARNG stand ready to respond to contingency plans?
National Guard Bureau	Is the MIARNG fully trained and ready to deploy?
Adjutant General of Michigan	Are units and soldiers as prepared as resources allow?
Soldiers and their Families	Are soldiers well trained, well equipped and well lead?
Employers of our Soldiers	Are military training requirements scheduled in advance and deployments kept to a minimum?
State and Federal Employees	Can I make a meaningful contribution and am I well cared for?
Local Communities	Does the MIARNG add value to our community?

The Michigan Army National Guard *Mission:*

The Michigan Army National Guard will; provide trained and ready forces in support of the National Military Strategy; respond as needed to state, local and regional emergencies to ensure peace, order and public safety; add value to our communities through continuous interaction.

The Michigan Army National Guard *Vision:*

Citizen-soldiers committed to preserving the timeless traditions and values of military service to our nation, state and communities. A full partner in the National Military Strategy, structured, resourced, adaptable and capable of fulfilling that role.

Michigan Vision 2010 Goals:

- Goal I:** Create a High Quality Environment Which Ensures Soldier Readiness
- Goal II:** Promote *Michigan Vision 2010*
- Goal III:** Optimize the Utilization of Resources to Improve Readiness
- Goal IV:** Continue to Enhance the Image of the Michigan Army National Guard in the Community
- Goal V:** Continue to Maintain, Modernize and Market our Training and Logistic Facilities
- Goal VI:** Continuously Improve our Systems, Processes and Evaluation Tools
- Goal VII:** Continue to Improve our Operational Capabilities in Support of the Global War on Terrorism (GWOT), Homeland Security (HS) and Nation-Building

There are twenty four (24) supporting Strategic Objectives. Several of these have been revised from *MV2005* or combined with others to maintain *constancy of purpose*. These updated Strategic Objectives are a result of our organizational progress and a dynamic strategic environment.

Appendix A: Performance MetricsA-1

Appendix B: Officer/Warrant Officer Staffing B-1

Appendix C: Updated Goal/Objective Target Matrix C-1

INTRODUCTION

Michigan Vision 2010 – our strategic direction remains constant, our progress continues to accelerate!

This publication updates Michigan Army National Guard leaders on our strategic direction. It is based on a dynamic strategic environment. *Michigan Vision 2010* Goals outline our organizational direction. Strategic plans require periodic review and slight revision to remain relevant in an ever-changing environment. *MV2010* mandates periodic reviews of our strategic progress and prescribes an annual review process to ensure organizational continuity. Revisions to strategic objectives, identified during the recent annual review are included in this updated plan. *Michigan Vision 2010* is your updated strategic guidance document superceding *Compendium 2004*.

Annual Review Results

The JFHQ Strategic Planning Team conducted a systematic review of our strategic direction accomplishments and last year's *Compendium 2004*. This included a full assessment of each strategic objective by all Directors of the Joint Forces HQ (JFHQ). All strategic Goals and Objectives were reviewed for relevance and status. Where specific objectives had been accomplished, the Goal/Target Matrix was adjusted. New objectives were added, other objectives were revised and out-year targets were identified. This recurring process ensures accurate strategic focus and prescribes the primary focus for senior Commanders (BG/COL).

Focus on Targets

It is important to keep changes in a strategic plan to an absolute minimum. Appendix C, the Goal/Objective Target Matrix identifies specific strategic objectives which must be accomplished this year. It also identifies which strategic objectives must receive sustaining efforts or out-year accomplishment.

"There never was a good war or a bad peace."
—Benjamin Franklin 11 September 1773

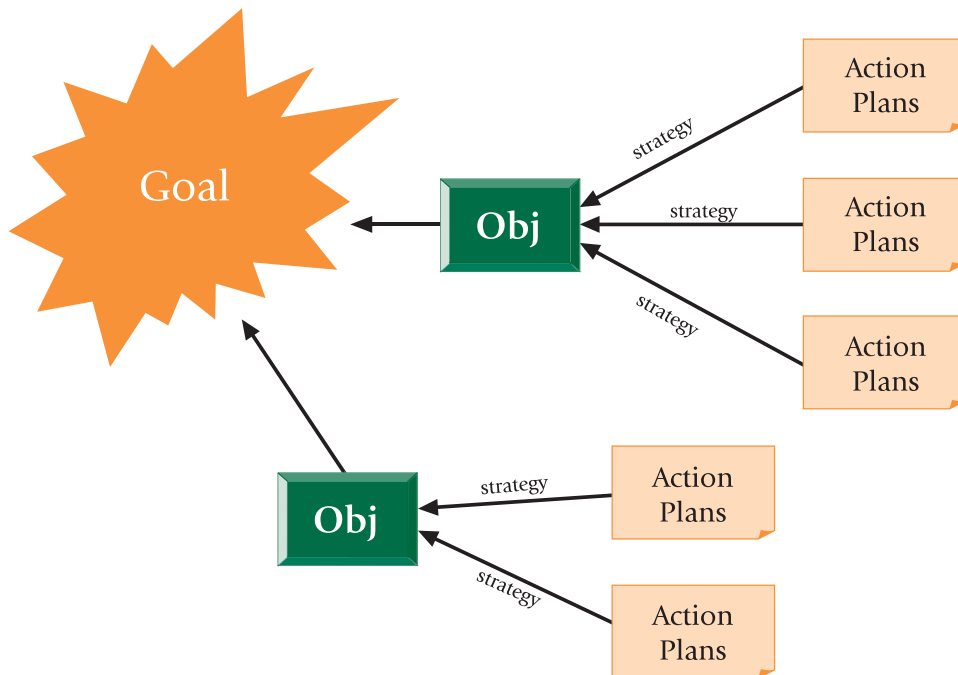
NEXT ACTIONS

ACTION PLANS

Actions Plans remain the critical link for accomplishment of strategic objectives and day-to-day operational taskings. It is critical high quality Action Plans, which outline specific actions for work-teams; be developed; be discussed often with work-teams; be monitored through comparisons to established milestone measures; be celebrated with enthusiasm as achievements are made. Key elements for Action Plans remain:

- Actions which are over and above normal operations
- *Each task/action* specifically assigned to an individual or team
- Progress tracked to completion (tracked only, not a complete metric)
- Duration of one year or less
- Identifies a specific completion date
- A simple logical plan for *each* strategic objective your work-team contributes to

This format remains the only format authorized for our use. Local reproduction and automated versions may be created although this specific format is directed. Action Plans must be one year or less in duration. Action Plans should contain intermediary milestone dates and include progress measurements. Specific members of the work-team must be identified for each action or task and the individual responsible for Action Plan success must also be identified.



CUSTOMER FOCUS

SMAM II SURVEYS

Maintaining customer focus is essential for meeting our customer's expectations. The satisfaction of customer's expectations, in a professional and timely manner best serves our mission and strategic direction. Providing high quality customer service for; internal customers (soldiers, families, employees); external customers (suppliers, NGB, contractors); partners (labor organizations, law enforcement agencies) requires we understand their expectations and desires. Close and frequent customer contact, combined with deliberate efforts to define customer needs, remain essential.

Commanders will conduct SMAM II surveys for every unit annually, not later than 1 June each year. The Director of Recruiting & Retention will process SMAM II surveys and provide composite results, *absent unit/organization identification* back to senior commanders during the fourth quarter of each fiscal year. Commanders will consider these results in their development of Yearly Training Plans, Annual Training plans, retention and attrition efforts and professional development training. Understanding soldier's perceptions of the service they receive is important. Understanding soldier's perceptions of their training and their units will eliminate gaps between customer expectations and satisfaction.

Where Training Sites, Installations and this Headquarters interact with external customers, deliberate surveys or other sensing processes must be employed to gather the perceptions of customers. Their satisfaction is important to the achievement of the MIARNG strategic goals.

PERFORMANCE ASSESSMENT

MEASURING

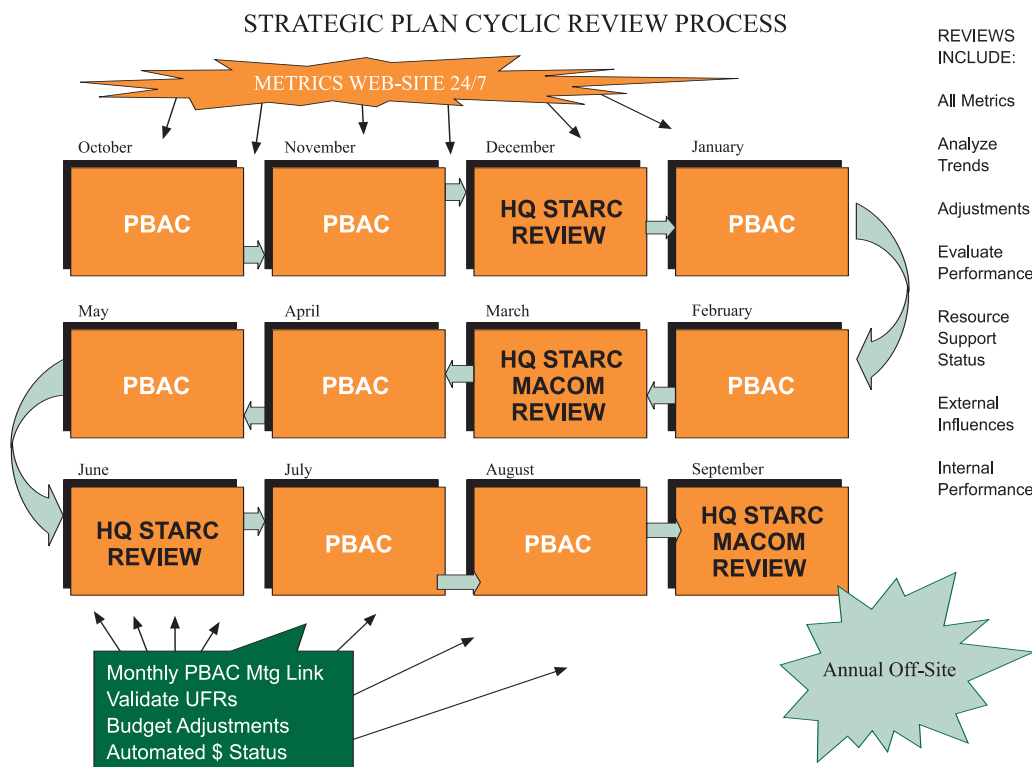
Commanders are accustomed to measuring and assessing training actions and comparing results with previous performance. The *data* captured through ULLS-G, ULLS-S4, SMAM II and other information systems and processes should be analyzed to create *critical information* available to leaders. Holistic assessments of unit performance, the kind needed by all commanders to validate unit readiness, should include training, logistics, personnel and mobilization elements.

MV2010 Assessments

The cyclic review process is depicted below. MACOM Commanders, Training Site Commanders and Directors can expect to brief their Action Plans each year. Leaders will focus their presentations only on their Action Plans, incremental progress, milestone dates and resources required for success.

Constant Budget Review

Program Budget Advisory Council (PBAC) meetings are a critical element in ensuring resource availability and adequacy in achieving strategic objectives. Complete and timely resourcing, required for Action Plans, is an essential bridge in our strategic planning success. Monthly PBAC meetings will include a review of strategic objective resourcing. The Chief of Staff, as the advisor to the PBAC will act as the monitor for this review.



"Our job is to produce combat leaders who can train and lead units capable of executing missions under conditions of severe hardship, searing emotion and extreme danger."

—General William R. Richardson

STRATEGIC GOALS AND OBJECTIVES

GOAL I

Create a high quality environment which ensures the soldier readiness of the MIARNG.

Creating a high quality environment is essential in establishing a place which attracts the best people, resources and creative energies. It is these key elements, collectively focused on soldier readiness which can produce the services and products essential to our purpose. Our primary products remain fully trained and deployable soldiers, configured in units which are ready for deployment. A true high quality environment is defined by continuous improvement processes and people desiring to achieve the best results.

How do we plan to achieve GOAL I? — Objectives and Strategies

Objective 1.1 Attract and retain high quality soldiers to achieve strength management goals.

It is essential we recruit the highest quality applicants possible and in quantities which exceed our annual soldier losses. We must achieve the goals for soldier retention and recruiting as outlined in each Commander's Yearly Strength Plan – MOA.

Strategy: Comply with the Yearly Strength Plan – MOA.

Strategy: Focus full time and unit recruiting efforts in high schools, colleges, technical schools and trade schools.

Strategy: Provide sound leadership and quality training.

Objective 1.2 Manage Evaluation Reports (OER/NCOER) in accordance with regulations.

The art of leadership includes an inherent responsibility for leaders to mentor subordinates. Proper mentoring will produce capable leaders at all levels of command in the shortest possible time. Mentoring includes candid and honest periodic discussions which establish personal goals, feedback exchange and a focus on personal development. Correct use of the OER/NCOER as mentoring tools will create mutual expectations and expedite professional development achievement.

Strategy: Have an effective mentoring program.

Strategy: Improve career management, using OER support forms and NCO counseling procedures, to develop high quality soldiers and leaders.

Objective 1.3 Achieve and maintain the gender and ethnic mix of soldiers, employees and leaders to the target levels established in our Affirmative Action Program.

The Michigan Army National Guard should be a team reflecting the diversity of our communities. The demographic make-up of Michigan varies with each locality. We are a better, stronger and more responsive team when our leaders, soldiers and employees represent the diversity of Michigan's population. Deliberate actions and processes will be employed to ensure employees and soldiers enjoy an environment reflective of society.

Strategy: Measure and understand the ethnic mix of the local area.

Strategy: Use a targeted marketing and hiring strategy to increase minority and gender mix.

Objective 1.4 Attract and retain high quality employees in accordance with annual authorizations.

Every civilian and military employee is essential to our collective success. Minimizing turbulence and turnover in our employee workforce can help our transformation processes. A certain amount of turbulence is expected as we adjust staffing requirements for mandated force structure changes. It is everyone's responsibility to foster positive inter-personal relationships and share in the caring for one another. We must create and maintain an environment in which the most qualified and capable people gravitate to.

Strategy: Interact and survey employees once each year.

Strategy: Continue to enhance the morale, quality of life and sense of well-being of our employees.

Strategy: Improve and maximize use of employee training programs and benefit briefings.

Objective 1.5 Increase officer commissioning and retention to 100% of annual strength management goals.

It is essential every officer position is filled with highly trained leaders capable of executing state and federal missions. Soldiers and employees must have the best leadership possible if we are to achieve our collective goals and objectives. Our role in the National Military Strategy dictates every unit be staffed with a full complement of officers, trained and committed to leading their soldiers in the face of uncertainty. Every source for capable officers must be tapped to satisfy our staffing requirements and the development of junior leaders.

Strategy: Increase on-campus RRNCO presence at colleges and universities.

Strategy: The Leadership Challenge Program, ROTC, OCS and the Direct Commissioning Program will be the primary source for officer applicants with each Battalion Commander submitting five (5) officer applicants/candidates/enrollments each year.

Strategy: Increase officer applicants from external sources (AC, NG, Liaison Officers, IRR/ISR).

Strategy: Interviews are required (2 command levels above) for all officers considering leaving the MIARNG.

Objective 1.6 Increase Warrant Officer (WO) commissioning to 100% of annual strength management goals.

Warrant Officers provide mission-essential technical expertise and leadership which enable units to accomplish their missions. Warrant Officers coach seniors and juniors alike to ensure on-going operations are not impeded by technical realities. *Every leader* is responsible to mentor soldiers along a path towards their fullest potential, to the benefit of soldier and unit alike. Officers and senior NCOs must cultivate soldiers which demonstrate leadership and technical abilities by mentoring them towards Warrant Officer selection and training. Leaders must develop soldiers which have such potential, through deliberate mentoring actions to ensure every Warrant Officer position is filled. Vacant Warrant Officer positions create *unacceptable risks* to soldier safety, cadre expertise and mission accomplishment.

Strategy: JFHQ-MI will assign a dedicated WO recruiter.

Strategy: JFHQ-MI will schedule all qualified soldiers to attend regional WO orientation briefings throughout the training year.

Strategy: Battalion Commanders will meet their YSP contract requirements for WO accessions.

Objective 1.7 Ensure every commander has an established and effective Family Support Program.

Keeping families needs met is critical for our soldier's success. Effective and dynamic Family Support Programs are key to soldier retention and happiness. Every Commander will maintain an effective Family Support Program which includes periodic meetings, active volunteers, family briefings and a forum for resolving family needs issues.

Strategy: Family Readiness Group (FRG) Coordinators will be trained by the JFHQ-MI Family Support Trainer.

Strategy: FRGs will meet on a regular basis.

GOAL II

Promote *MICHIGAN VISION 2010* of the MIARNG.

Constancy of purpose is a key element in achieving organizational goals. Our strategic plan, *MICHIGAN VISION 2010* prescribes our strategic direction and provides the continuity necessary to align our organization. Our strategic plan will remain the central focus for all which we do, how we prioritize resources and how we pursue our collective goals. When each team member understands our desired endstate and can visualize the process of accomplishing the mission, the organization will move from 'where it is' to 'where it needs to be'. *MICHIGAN VISION 2010* will remain our committed plan – a plan we are proud to share with stakeholders, customers, soldiers, families and employers.

How do we plan to achieve GOAL II? — Objectives and Strategies

Objective 2.1 Use our Mission, Vision and Values to educate the force, communities and Centers of Influence.

Understanding how important each team member is to our team reinforces professional pride. The intention of this objective is to institutionalize the Mission, Vision and Values and for soldiers and employees to understand how critical everyone's role is to our overall success. Talk about our Warrior Ethos, share with one another why it is important. It is important each team member demonstrate our Values in our workplace, by action and decisions. It is also essential we educate key members of our communities on our mission and vision so it is clear how we contribute to our communities.

Strategy: Expose soldiers to our Mission, Vision and Values at every opportunity.

Strategy: The Army Values will be visible. Use posters and special dogtags to help.

Strategy: First Line Leaders will discuss the Mission, Vision and Values with subordinates.

Objective 2.2 Every leader, soldier and employee must understand their contribution in support of Michigan Vision 2010.

Almost everything we do is rooted in our Mission, Vision or Values in some way.

When we can relate what we are doing to our guiding organizational theme, we build bridges of knowledge and understanding within our team. We simply cannot succeed unless we act as a total team. Reading and understanding this strategic plan will help align every work-team with our mission and direction.

Strategy: Do this in a genuine and professional way through story-telling of actual examples.

GOAL III

Optimize the utilization of resources (e.g., funding, equipment, people, time) to improve readiness.

It is essential to ensure our maximum utilization of soldier training time, equipment-on-hand and funding. Every leader, soldier and employee must be committed to prudent governmental stewardship. Deployment contingency plans, domestic and foreign, dictate our equipment and logistics systems must be maintained in the highest state of readiness. Resident military school reservations and allocations must be managed for best efficiency to take fullest advantage of limited resources. Leaders must leverage limited training time available and maximize soldier's opportunities for training through increased utilization of Distance Training Technologies (DTT). DTT course-ware, video-teleconferencing and inter-active automation classrooms provide alternative venues for maximizing resources and training opportunities.

How do we plan to achieve GOAL III? — Objectives and Strategies

Objective 3.1 All units will receive 'Satisfactory' ratings in all functional areas, as evaluated by Command Logistics Review Team (CLRT), then maintain satisfactory status as a minimum standard, NLT 30 September 2006.

Logistics preparedness is a 'readiness multiplier' and a significant 'deployment enabler'. Our units must be fully prepared, administratively and logistically, when they are needed for state or federal emergencies. Mobilization deployment schedules require our units to have already accomplished all pre-deployment logistics and administrative actions. Complex maintenance actions, repair parts requisition cycles, equipment-calibration currency and re-supply actions must already be complete. Most CLRT *functional areas* apply directly, or indirectly to unit-level logistics readiness. Once units achieve satisfactory ratings in all applicable areas, commanders must sustain logistical readiness to ensure deployment preparedness.

Strategy: Logistics procedures will be standardized throughout the command.

Strategy: Physical security will be understood and conducted.

Strategy: The Command Supply Discipline Program (CSDP) will be developed and implemented in every unit.

Strategy: Conduct internal CLRT inspections of every unit at least once every two years.

Objective 3.2 Leaders, at platoon level and above, will understand and participate in their unit's Army Training Management System (ATMS) process annually.

A complete and thorough understanding of ATMS from the junior leader's perspective will ensure soldiers experience training which is well prepared, well rehearsed and has adequate training support. The correct level of training, executed using the most appropriate training methodology provides the most indelible training experience for soldiers. Task retention will be enhanced, and skill erosion minimized when junior leaders employ ATMS principles. Collective training cycles which reflect ATMS doctrine will provide the most effective training results with increased resource efficiency.

Strategy: ATMS training will occur annually for officers and NCOs down to the platoon level.

Strategy: Officers and NCOs, at the platoon level and above, will participate in the ATMS process during the development of Yearly Training Programs (YTP).

Strategy: Units will plan, conduct and evaluate training IAW FM 7-0 and 7-1

Objective 3.3 Commanders will ensure all actions are taken to validate soldiers are deployable, within 90 days of the soldier's assignment.

Commanders must take every action necessary to ensure their soldiers are deployable. Administrative, training and logistic actions must be executed with a mindset of urgency, accuracy and mission essentiality. Commanders must be proactive in their execution of this requirement. Requesting necessary resources, scheduling actions to be completed and ensuring families and soldier's employers are aware of deployment potential are important.

Strategy: Use the SRP Checklist

GOAL IV

Continue to enhance the image of the Michigan Army National Guard in the community.

Positive and active involvement in local communities serves the Michigan Army National Guard in many great ways. Enhanced awareness of Guard activities, missions, roles and equipment, by civic leaders, increases community interaction and citizen's exposure to our organization. Increased community pride in every local Guard unit and facilities can improve recruiting leads and young citizen's interest in National Guard programs and opportunities. Unit participation in local parades, seasonal celebrations and other community activities will develop a better understanding of local Guard unit history, training actions and unit equipment. Effective command information programs will assist local veterans and civic leaders in contributing to recruiting initiatives and retention efforts. Professionally presented information on the economic impact of a local Guard unit will assist in developing community and governmental support for Guard initiatives.

How do we plan to achieve GOAL IV? — Objectives and Strategies

Objective 4.1 Commanders will immediately implement and sustain a Hometown News Release Program IAW guidance provided by the Public Affairs Officer.

It is important to keep local communities informed of unit goals, activities and training events. Pre-planned media coverage can assist local commanders in developing positive, supportive relationships in their community. Focus on integrating media involvement into your training calendar and special unit activities. Leverage every possible recognition opportunity with a news release, news coverage and community awareness. Local recruiting will benefit from a supportive community.

Strategy: Use your trained Unit Public Affairs Representative (UPAR).

Strategy: Highlight individual soldier recognition opportunities.

Strategy: Educate the command on the existence of the program.

Objective 4.2 HQ, Michigan Army National Guard will annually develop and distribute, to all units by 1 March, a marketing package telling the MIARNG story to our soldiers, communities and Centers of Influence.

Our citizen-soldier environment is constantly changing with new missions, new equipment and courageous deployments around the world. In order for the general public to fully understand the diverse roles and missions of our units, it is imperative we share current images of our units and soldiers. This marketing package will assist leaders in local presentations and family member updates.

Strategy: Expose all unit members, families and employees to this marketing package.

Strategy: Commanders will schedule media training for all leaders.

Strategy: Distribute pocket media-cards to all soldiers.

Objective 4.3 By 1 December each year, the United States Property and Fiscal Officer (USP&FO) provide Unit Commanders (including the web-site) a report which outlines their unit's economic value to the community.

The real economic contribution made by our units to their communities can be measured and should be considered significant for the community. Economic information can help military members reinforce key impacts, of the Michigan Army National Guard, to community leaders. Economic information about our influence on communities will be distributed each year to Unit Commanders and made available to political officials.

Strategy: Share the Economic Impact Report to all unit members, families, employees and Centers of Influence.

Strategy: Include Economic Impact Report data in presentations.

Objective 4.4 Unit commanders will provide information for unit websites, on the timeline established and IAW the prescribed template, from the State Public Affairs Officer, and update quarterly.

No specific strategies are prescribed.



GOAL V

Continue to maintain, modernize and market our training and logistics facilities.

Facilities which foster a sense of professional pride and adequately support our training requirements contribute to soldier retention and improved training quality. Our facilities must reflect professional standards and serve to attract both our present soldiers and new soldiers. As military equipment evolves it is critical we maintain, upgrade and modernize firing ranges, maneuver areas and maintenance facilities to ensure realistic training and safety standards. Environmental stewardship over facilities and training areas remains a high priority. Supporting resources are based upon the soldier-per-day use of key facilities. It is important we market the great capabilities of our facilities to attract new customers and build relationships with existing customers which expand their use of our facilities.

How do we plan to achieve GOAL V? — Objectives and Strategies

Objective 5.1 In conjunction with the Facility Care Plans established by the Post Commanders; the Facility Management Officer (FMO) will develop, implement and publish annually, a long range plan in support of force structure plans, to update, improve and modernize all facilities, armories and training sites.

As units implement force structure changes our armories, support facilities and training sites must evolve to accommodate new equipment, new weapons systems and new vehicles. A deliberate planning process must consider on-going actions and drive our efforts to maintain real property in a way which best supports our soldiers and unit missions. Progressive maintenance and pre-planned modernization of facilities will ensure environmental compliance and support of training requirements. All leaders share the responsibility to identify and illuminate areas requiring improvement or modernization.

Strategy: Obtain political support to replace aging infrastructure.

Strategy: Link military infrastructure plans to force structure plans.

Strategy: Improve and standardize armory signage.

Objective 5.2 Develop Camp Grayling as a capable Regional Training and Mobilization Site by 30 September 2009.

It is essential our key facilities remain relevant in future plans to execute the National Military Strategy (NMS). Supporting resources must be captured by ensuring our key facilities are keeping pace with the natural evolution of military equipment, training methodologies and mobilization-force deployment processes. We will focus resources to achieve this endstate and concentrate efforts to enhance

Camp Grayling capabilities. Camp Grayling must develop a reputation as a premier training site for traditional warfighting training, Homeland Defense training and as a viable force-projection support base.

Strategy: Improve ranges to mobilization site standards.

Strategy: Construct a MOUT training facility.

Strategy: Update cantonment infrastructure.

Strategy: Construct the infrastructure for two (2) Forward Operating Bases at Camp Grayling by 1 August 2006.

Objective 5.3 Training Site Commanders and MIARNG Staff Directorates will actively market our facilities to potential external customers to restore utilization to 300k (MTC) and 170k (FCTC), by 30 September 2007.

Customer use of Camp Grayling and Fort Custer Training Center must be restored to pre-September 11, 2001 levels in order to secure necessary supporting resources. New customers must be introduced to our facilities and made to feel overwhelmingly welcome. Only increased customer use and the expansion of our traditional customer base will provide adequate future resources. Every training scheduling conference, for Army, Marine and law-enforcement customers must include professional and enthusiastic representation by our staff. Every potential opportunity for increasing our customer base must be seized.

Strategy: Use the Public Affairs-developed marketing package, tailored for each training site.

Strategy: Site Commanders will ensure representatives attend all training scheduling conferences, both military and non-military as appropriate.



GOAL VI

Continuously improve our systems, processes and evaluation tools.

Make continuous improvement and self assessment processes integral and create a corporate climate of transformation to a sustaining quality environment. Develop evaluation methods and tools at every level to ensure management processes reflect customer-focused benefits. Eliminate steps and procedures wherever possible which fail to add value to products or services. Achieve win-win situations for all elements of our processes so that customers, suppliers and team members share the benefits of Total Army Quality.

How do we plan to achieve GOAL VI? — Objectives and Strategies

Objective 6.1 Directorates will verify, validate and improve core processes and submit flowcharts to the Chief of Staff, by 15 September annually.

Identify core processes and establish graphic flow charts which are reviewed annually for process improvement. Technology changes dictate we revisit routine procedures to leverage improvements and conserve resources, most notably time. Flow charts provide continuity during personnel turbulence and allow us to constantly reengineer the best ways of conducting business. When processes cross functional boundaries it is important to maintain collective visibility and team ownership while improving the customer-focused results of the process.

Strategy: Utilize PMAPA Course tools as a standard for measuring performance and improvements.

Strategy: Focus on the 'critical few' processes.

Strategy: Focus on and share 'best practices'.

Strategy: Identify methods for measuring customer satisfaction.

"The higher in rank you go the more people look to you to set examples."

—General John A Wickham, Jr.

GOAL VII

Continue to improve our operational capabilities in support of the Global War on Terrorism (GWOT), Homeland Security (HS) and nation-building.

A continued focus on *training* soldiers and units for traditional warfighting roles is essential. *Readiness* and *mobilization preparedness* are also equally important. Every leader's focus must remain on this triad of essentiality. In addition, we must prepare our soldiers and units to apply these three elements-of-preparation over expanding mission applications. We must be flexible enough in the execution of our missions to be able to respond to numerous requirements. Our traditional military roles are now more diverse. We must be able to customize soldier skills, re-organize units and deploy forces for missions across a broader range of traditional employment scenarios. These emerging doctrines and contingency responses will place greater demands on soldiers, leaders and our adaptive energies.

Objective 7.1 Use established career management programs, by 30 September 2006, to identify and develop soldiers and leaders.

Genuine and personal interest in every soldier's career will best identify and prepare the right soldiers for the increasing requirements of the future. Specific career ambitions must be solicited from soldiers so proper training, schooling and experiential assignments are created for *the right soldier at the right time*. Individual capabilities, ambitions and desires must be familiar to leaders to ensure the development of soldiers and guarantee a depth of leadership. Soldiers and leaders which desire and possess the skills necessary for Joint-staff assignments must be identified early in career paths so as to align progressive assignments and training opportunities required for specific staff or command assignments.

Strategy: Provide awareness on Joint-career assignments and associated educational requirements.

Strategy: Commanders will capture and document career ambitions for all O3s and above.

Strategy: Create a succession management program for key positions.

Objective 7.2 HQ, MIARNG will develop a G-staff capable of supporting a J-Staff interoperable with higher HQs, related commands and other military services by 30 September 2006.

Soldiers assigned to the JFHQ-MI must be educated on the various levels of staff support and how G-staff functions and J-staff functions are mutually supportive. All personnel which interface with supporting installations and activities, training sites, BDE HQs and this Headquarters must understand staff relationships to ensure the interoperability of this Headquarters. Emerging roles and missions will increase our

interface with external customers at various echelons and intergovernmental agencies. Only specific training will properly prepare our soldiers for these challenges. This is far too important to mission execution to be left to chance or learning-osmosis. The JFHQ staff must be able to cultivate properly prepared leaders through pre-planned training and developmental assignments of both NCOs and officers.

Strategy: Schedule staff exercise in conjunction with the Joint Staff on a regular basis.

Strategy: Conduct staff visits to Joint Commands.

Strategy: Participate in interagency exercises.

Objective 7.3 Participate in one or more Partnership for Peace exercises annually and review progress annually.

Continued and enthusiastic involvement in the Partnership for Peace program ensures intergovernmental, interagency and Joint training opportunities. These experiences will develop soldiers and leaders and prepare us collectively for unforeseen missions. Historical successes with this program underscore the value and added dimension for training unavailable in any other preparatory venue. All leaders should be aware of these opportunities and the relevance for emerging doctrines and missions.

Strategy: Continue current State Partnership Program participation.

Strategy: Utilize Combatant Command training exercises.

Objective 7.4 Gain one (1) COL 06- level command (MTOE) and three (3) LTC 05-level commands (MTOE), by 30 September 2009.

Gaining appropriate force structure to ensure adequate supervision, training preparation and career opportunities is essential for our organizational future and the future of our soldiers. Only adequate and necessary force structure growth can provide the experiential opportunities required for the development of leaders in adequate quantities and skills. Diversity in unit-type will complement training support, add realism to career development and tailor a force capable of responding to the adaptive-mission methodologies of our future.

Strategy: Conduct force structure reviews annually.

Strategy: Develop force structure long-range plans.

Strategy: Utilize NGB Command Plan input.

Strategy: Conduct quarterly staff visits to NGB-ARF.

Strategic Nesting - Ensuring We Remain Part of a Cohesive Team

1st US Army FY05 Game Plan

- Reinforce Our Centerpiece: Soldiers as Warriors
- Tell the Army Story Effectively
- Resource the Force to Execute Its Strategic Requirements
- Maintain the Viability of the All-Volunteer Force
- Change Army Culture to Reflect New Realities
- Articulate the Strategic Rationale for Joint and Service Future Capabilities
- Adapt the Institutional Army to Meet the Needs of the Emerging Operational Army

As you review the 1st US Army Commander's FY-05 Game Plan, you can see how *Michigan Vision 2010* also complements and envelops the intent and direction of 1st US Army. It is essential for strategic plans to 'step down' the guidance received from external customers where we maintain resource and supporting relationships.

The Army National Guard – A Dual Mission for the Army National Guard

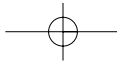
Federal Mission

To maintain properly trained and equipped units available for prompt mobilization for war, national emergency or as otherwise needed.

State Mission

To provide trained and disciplined forces for domestic emergencies or as otherwise required by state laws.

The Director of the Army National Guard, LTG Schultz established these dual missions. As you review the dual missions of the Army National Guard, for every state, territory and the District of Columbia, you can see how *Michigan Vision 2010* contains these essential elements within our own Mission. It is important our strategic plan supports and implements the core elements from the Army National Guard, the US Army and the Department of Defense. In this way, our strategic direction is validated, our actions timely and our intentions best serve our stakeholders, customers, soldiers and their families.



Actions I Need To Take – My Supporting Action Plans

Guidance I should Profess, Publish and Demonstrate:

Internal Programs I Must Revise to Ensure We Are in Compliance:

Ways to Include These Things in my Leadership, Mentoring and Management:



APPENDIX A:

Performance Metrics

Responsibilities

Each Strategic Objective outlined in *MICHIGAN VISION 2010* is tracked by performance metrics on the Michigan Army National Guard's intranet website. These metrics are intended to keep leaders aware of the present status of our organization's status of these important objectives. Like Strategic Objectives, they are revised as part of the annual strategic review process to ensure the best means are being used to track organizational performance. Tracking organizational performance is a difficult and comprehensive task. Developing the most meaningful metrics, which portray accurate information reasonably available to the organization, requires evolutionary development.

Metrics Managers

Listed here are the leaders responsible to update and post performance information for each respective Strategic Objective.

Obj 1.1 LTC Dalman	Obj 1.2 COL Soldano	Obj 1.3 COL Francisco
Obj 1.4 COL Francisco	Obj 1.5 LTC Dalman	Obj 1.6 LTC Dalman
Obj 1.7 COL Soldano	Obj 2.1 COL Anderson	Obj 2.2 COL Anderson
Obj 3.1 COL Westman	Obj 3.2 COL Cosgrove	Obj 3.3 COL Cosgrove
Obj 4.1 CPT Dancer	Obj 4.2 CPT Dancer	Obj 4.3 COL Barner
Obj 4.4 CPT Dancer	Obj 5.1 No metric	Obj 5.2 COL Lanczy
Obj 5.3 Tng Site OICs	Obj 6.1 COL Anderson	Obj 7.1 COL Soldano
Obj 7.2 COL Anderson	Obj 7.3 COL Anderson	Obj 7.4 COL Cosgrove

Decisions Based On Results

Using actual performance results, portrayed by metrics, for decision-making is a very difficult challenge for most organizations. Leaders must review and use metrics as a standard routine, for programmatic decision-making. Results-based leadership drives an organization towards its strategic objectives and ensures accomplishment of Strategic Goals. Using the standard metrics portrayed on the MV2010 intranet website for briefings, resourcing priorities and command emphasis requires complete trust in the metrics. Repeated use and reference to these metrics will drive their development and improvement. Leaders must set the example by their systematic use of these metrics as the barometer of organizational progress.

APPENDIX B:

Officer and Warrant Officer Staffing

Who's Job Is It?

The shortage of officers remains a critical readiness limitation for many of our units. Units with officer vacancies lack complete leadership; create unnecessary risks for soldiers; increase the leadership burden for NCOs; reduce their deployable readiness and reduce their wartime effectiveness. Every officer position must be filled with trained officers for any unit to perform effectively. Unit positions are designed with specific purposes for every team member. It is impossible for units, to train for and execute their wartime missions, without a complete team.

Lieutenants and Warrant Officers provide mission-essential leadership and technical expertise required for platoons and sections to execute their collective tasks. Serious shortfalls in safety, troop-leading and mission accomplishment can not be compensated for by simply placing these leadership responsibilities on those available. *It is the responsibility of every leader, Sergeant First Class (E-7) and up to ensure every leadership position is filled with trained professionals.*

NCOs and junior officers are in the best position to know which soldiers possess leadership potential and the necessary attributes for officer, or Warrant Officer, selection and training. NCO and officer leaders must cultivate soldiers for such selection and assignment for the good of the unit. Soldiers with the desire and ability to become officers must be developed through mentoring and coaching to achieve the test scores necessary for officer selection.

What Can I Do?

NCOs and junior officers must actively seek soldiers which have the desire and potential ability for leadership positions. Simply reviewing test scores and asking soldiers for their interest is insufficient. Coaching and mentoring are active, not passive, leadership skills which every NCO and officer must apply in this essential task. *It is your job* to fill the officer and Warrant Officer positions in your unit.

NCOs and officers must be familiar with the various officer and Warrant Officer programs available to their soldiers. Officer Candidate School (OCS), Reserve Officer Training Corp (ROTC), Simultaneous Membership Program (SMP), accelerated OCS, Direct Appointment Program and Warrant Officer Candidate (WOC) training processes must be discussed, understood and promoted in every unit. Where units are staffed with a full complement of officers, leaders must mentor and coach potential soldiers into positions in other unit vacancies *for the good of the Michigan Army National Guard*. Leaders are expected to look beyond their own units for the betterment of their soldiers. The necessity of war, the frequency of deployments and the safety of all soldiers dictate every leader take personal responsibility for officer shortages.

APPENDIX B:

Available Resources for Potential Officers

Every soldier demonstrating the desire or possessing 'near test scores' for officer selection must be presented for information-orientation briefings and mentored on the various officer and Warrant Officer programs available. Requests, through command channels, for officer program information briefings can be directed to the Officer Strength Manager, RRC, Officer Branch, DCSPER and HQ 177th REGT, RTI. It is the responsibility of Battalion and Brigade S-1 Officers to expedite all actions attendant to officer selection and officer recruiting. Few other unit requirements share equal importance. Senior leaders must credit commanders which contribute officer candidates beyond their own unit requirements. Developing soldiers for officer selection and supporting such soldier desires is the hallmark of our finest leaders.

References I Should Know and Use

- NGR 600-100 (Commissioned Officers)
- NGR 600-101 (Warrant Officers)
- MIARNG Reg 600-100 (Officer/Warrant Officer Personnel Management)
- AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army)
- AR 40-501 (Standards of Medical Fitness)
- AR 350-1 (Army Training and Education)
- AR 600-9 (Army Weight Control Program)
- MIARNG DCSPER Officer Appointment Guide
- MIARNG DCSPER Warrant Officer Appointment Guide

Important Dates for Officer Staffing

- Accelerated OCS – January & June
- Leadership Challenge – HQ 177th Regt (RTI) – February & March
- Warrant Officer Orientation Briefing – Annual Training

Commanders - Fulfilling This Leadership Responsibility

Commanders at all levels are expected to monitor their staffs in the fulfillment of this leadership responsibility. Every leader, Sergeant First Class and up must become active in the effort to fully staff every officer and Warrant Officer position. Commanders are expected to create collaborative efforts with adjacent units, higher and lower HQs and units outside routine command channels to fulfill this readiness imperative. Selfless coaching and mentoring of our best soldiers will create the necessary officers required for our units. Senior commanders should champion and reward those responsible for answering this critical readiness shortfall. Operational tempo requires your urgent response in this endeavor. Shape your response to ensure the greatest number of vacant officer positions can be filled through the quickest means available.

APPENDIX C: GOAL/OBJECTIVE TARGET MATRIX

Goal	Objective	FY 05	FY 06	FY 07	FY 08	FY 09
I: Create a high quality environment which ensures soldier readiness	1.1 Attract and retain high quality soldiers to achieve strength management goals.	X				
	1.2 Manage Evaluation Reports (OER/NCOER) IAW regulations.		X			
	1.3 Achieve and maintain the gender and ethnic mix of soldiers, employees and leaders to the target levels established in our Affirmative Action Program				X	
	1.4 Attract and retain high quality employees IAW annual authorizations.	X				
	1.5 Increase officer commissioning and retention to 100% of annual strength management goals.	X				
	1.6 Increase Warrant Officer (WO) commissioning to 100% of annual strength management goals.	X				
	1.7 Ensure every Commander has an established and effective Family Support Program.	X				
II: Promote MV 2010 of the MIARNG	2.1 Use our Mission, Vision and Values to educate the force, communities and Centers of Influence	X				
	2.2 Every leader, soldier and employee must understand their contribution in support of MV2010	X				

APPENDIX C: GOAL/OBJECTIVE TARGET MATRIX

Goal	Objective	FY 05	FY 06	FY 07	FY 08	FY 09
III: Optimize the utilization readiness.	3.1 All units will receive 'Satisfactory' ratings in all functional areas, as evaluated by CLRT, then maintain satisfactory ratings as a minimum standard, NLT 30Sep06.		X			
	3.2 Leaders, at platoon level and above, will understand and participate in their unit's ATMS process annually.	X				
	3.3 Commanders will ensure all actions are taken to validate soldiers are deployable, within 90 days of the soldier's assignment.	X				
IV: Continue to the image of the Michigan Army National Guard in the Community	4.1 Commanders will immediately implement and sustain a Hometown News Release Program IAW guidance provided by the Public Affairs Officer.	X				
	4.2 HQ, MIARNG will annually develop and distribute to all units, by 1 March, a marketing package telling the MIARNG story to our soldiers, communities and Centers of Influence.	X				
	4.3 By 1 December each year the USP&FO will provide Unit Commanders (including website) a report which outlines their unit's economic value to the community.	X				
	4.4 Unit Commanders will provide information for unit websites, on the timeline established and IAW the template, from the Public Affairs Officer and update quarterly.	X				

APPENDIX C: GOAL/OBJECTIVE TARGET MATRIX

Goal	Objective	FY 05	FY 06	FY 07	FY 08	FY 09
V: Continue to maintain, training and logistic	<p>5.1 In conjunction with the Facility Care Plans established by the Post Commanders; the FMO will develop, implement and publish annually; a long range plan in support of force structure plans to update, improve and modernize all facilities, armories and training sites.</p> <p>5.2 Develop Camp Grayling as a fully capable Regional Training and Mobilization Site, by 30Sep09.</p> <p>5.3 Training Site Commanders and MIARNG Staff Directorates will actively market our facilities to potential external customers to restore utilization to 300k (MTC) and 170k (FCTC), by 30Sep07.</p>	X				X
VI: Continuously improve our systems, processes and evaluation tools.	6.1 Directorates will verify, validate and improve core processes and submit flowcharts to the Chief of Staff, by 15Sep annually.	X				
VII: Continue to improve our operational capabilities in support of the GWOT, HS and nation-building.	<p>7.1 Use established career management programs, by 30Sep06, to identify and develop soldiers and leaders.</p> <p>7.2 HQ, MIARNG will develop a G-staff capable of supporting a J-staff interoperable with higher HQs, related commands and other military services by 30Sep06.</p> <p>7.3 Participate in one or more Partnership for Peace exercise annually, review progress annually.</p> <p>7.4 Gain one (1) 06 Command (MTOE) and three (3) 05 Commands (MTOE), NLT 30Sep09.</p>	X	X			X

The Values of the Michigan Army National Guard

As part of the US Army, we embrace the seven US Army values:

Loyalty — Bear true faith and allegiance to the Constitution of the United States and of the State of Michigan, the Army, your unit and other soldiers.

Duty — Fulfill your personal and professional obligations with pride, competence and commitment.

Respect — Treat other people as they should be treated.

Selfless Service — Put the welfare of the state and nation, the Army and your subordinates before your own.

Honor — Live up to Army values.

Integrity — Do what is right, legally and morally.

Personal Courage — Face fear, danger or adversity (physical and moral).



Developed by your
Strategic Planning Team

BG Robert Taylor

COL Burt Francisco

COL Keith Bobenmeyer

COL Tibor Lanczy

LTC Sam Dalmon

CSM Miner Roth

COL James Anderson

COL Roger Soldano

COL Daniel Rodeck

COL Mark Van Drie

MAJ Dawn Dancer

CSM Kenneth Slee

COL Steve Barner

COL Mark Cosgrove

COL Roy Biernirch

COL Cary Cuyler

CW5 Rhea Pruett

Mr. Gary Tucker

Coordinated and Compiled by:

LTC Berri Meyers, J5

Send Comments To:

Office for Organizational Performance Excellence

JFHQ, Michigan National Guard

Attn: J5

2500 South Washington Avenue

Rm 299

Lansing, Michigan 48913-5101

